A STRATEGIC ROADMAP FOR AGRICULTURE AND FOOD

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FOREWORD FROM THE MINISTER

Destination 2010, our strategic roadmap, affirms our commitment to strong family farms along with healthy and dynamic rural communities. We are working with our partners to foster increased stability, prosperity and sustainability in Manitoba's agriculture and food sector.

This publication outlines our vision of greater job creation and economic opportunities within the agriculture and food sector and in our rural communities. We are committed to maintaining our support for families involved in agriculture as we work toward realizing this vision.

Agriculture has undergone tremendous change over the past decade. The success of Manitoba's agriculture and food industry will be measured by our ability to adapt and benefit from new trends and emerging opportunities. Our pledge is to work with all sectors of our industry, acting as a catalyst for change to take advantage of our province's economic strengths and natural advantages.

Destination 2010 demonstrates our conviction that we must work closely with farm families and our industry partners. Together we can use our knowledge and resources to advance the growth and prosperity of our agriculture and food sector and rural communities.

I look forward to working with our farm families and industry partners to create a bright future for our industry for the benefit of all Manitobans.

Rosann Wowchuk

Rosann Wowchuk
Minister of Agriculture and Food

MESSAGE FROM THE DEPUTY MINISTER

Our province's agriculture and food sector and our department have witnessed the reshaping of the industry and the development of new business practices. Manitoba Agriculture and Food continues to play a leadership role in bringing our sectoral partners together to ensure that our industry benefits from these changes.

Our department must work with our "family farm to family table" partners to ensure growth and stability in Manitoba's agriculture and food sector. To do this we must provide leadership, facilitate co-operation between partners, and assist with technology transfer. Our success will be measured by our ability to help increase the prosperity of the agriculture and food sector and our rural communities.

Destination 2010 reaffirms that Manitoba Agriculture and Food is dedicated to setting new directions and working with our partners to create a stronger, more prosperous agriculture and food sector. By doing so, we will ensure that stable family farms and vibrant rural communities remain a part of our province's social fabric.

Don Zasada
Deputy Minister of Agriculture and Food

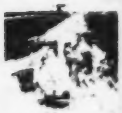
n the first ten years of the new millennium, tremendous new avenues for economic growth will open up in Manitoba.

Destination 2010

Our vision for the future, detailed later in this document, sets achievable goals for the next ten years. Our philosophy and values define who we are as people working within an organization and our relationship with the people we serve.

In plotting our department's future, we consulted extensively with farm families and industry partners. We are greatly indebted to these participants for their many ideas and suggestions.

The routes we must take to reach our goals are mapped in Our Strategic Routes section. These routes identify the programs and activities we will employ to realize our vision statement.



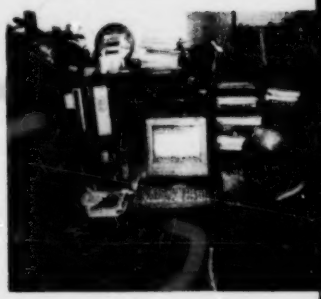
HOW WE CREATED DESTINATION 2010

OVERVIEW

Manitoba Agriculture and Food undertook a consultative process to create *Destination 2010*. Throughout this process, staff worked closely with the Honourable Rosann Wowchuk, Minister of Manitoba Agriculture and Food.

WHAT OUR PARTNERS TOLD US

Seven task teams of department staff met with a cross-section of our partners in industry and on the farm. These partners spoke about the challenges and opportunities facing Manitoba's agriculture and food sector during this decade. They also re-confirmed our conviction that Manitoba Agriculture and Food must work closely with the industry to maximize our province's economic strengths and natural advantages in support of healthy rural communities.



PARTICIPATION LEVEL OF PARTNERS

We were encouraged by the high level of participation of people who have a stake in the future of our province's agriculture and food industry. The seven task teams met with 178 of our partners during our discussion forums held from March to early May of 2000. Our staff heard from 105 family farm members and 73 other stakeholder partners. A total of 106 organizations were represented at these discussion forums.

COMPLETING STEPS

The department reviewed summary reports based on what our partners told us. Manitoba Agriculture and Food consulted these reports while developing an initial working paper. The paper also incorporated suggestions from workshop sessions with staff during 1999. Our department's management and our Minister reviewed the working draft, and Manitoba Agriculture and Food completed this final *Destination 2010* document.

OUR MISSION AND ROLE

Our mission and role statements support our provincial government's commitment to improve the quality of life of all Manitobans. We are committed to the overall provincial strategic priorities of community and economic development, sustainable development and fiscal responsibility.

Our mission statement defines the common goal of our organization and our staff. Our role statement defines how we will achieve our mission.

Our Mission

- We are dedicated to creating a supportive environment that advances the greater prosperity and stability of our farm families, other agriculture and food partners, and rural communities.

Our Role

- Within a sustainable agriculture framework we provide leadership and a range of information, programs and services in support of our mission.

OUR PHILOSOPHY AND VALUES

Our department's philosophy and values are based on a fundamental caring commitment to people — our clients and our employees. This caring commitment as found in the following statements has stood the test of time. These statements define who we are and our attitude towards others.

The People We Serve — Our Foremost Priority

- **The people we serve is why our department exists.**
- We work together as a team with our clients to advance our province's agriculture and food industry.
- The people we serve range from farm families, food processors, consumers, and cabinet, to other government departments and to our fellow employees.

Our Best Job Performance

- We, as employees, are **committed to giving our best job performance every day** with pride and professionalism.

We Are One Organization

- We all share a **commitment to our department, a greater whole**, that takes precedence over any of its parts.
- Similarly, we all share a greater commitment to the Government of Manitoba and its priorities.
- At all employee levels we strive to understand our roles within our department's overall mission, goals, beliefs and values.

We Are Public Trustees

- We are entrusted with managing funds and other resources owned by the public we serve.
- At all employee levels we are committed to ensuring that we make the most effective and efficient use of the public resources entrusted to our care.

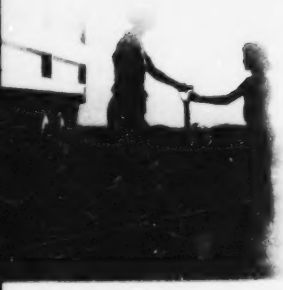
FOUNDATION OF OUR BELIEFS

Within our organization's philosophy and values the primary statement we adhere to is our commitment to **"The People We Serve – Our Foremost Priority."** In effect, this client-focused commitment serves as the foundation that other beliefs are built upon. Throughout the decades Manitoba Agriculture and Food's strategic priorities have undergone considerable change. But our primary commitment has essentially remained the same — and no doubt will continue to remain so in the long-term future.

THE VISION

Our department's vision statement is our overview of a desired and achievable state of the province's agriculture and food industry — and ourselves as an organization — by the year 2010. Our vision sets out the following broad goals that we will strive to achieve while working with our farming and industry partners.

- Our farm families, agriculture and food partners and rural communities will achieve a higher quality of life by becoming more prosperous and economically stable.
- Manitoba's agriculture and food sector will be more profitable and competitive through expanded diversification and adding value, a growing livestock sector, and greater market orientation — all within a sustainable agriculture framework.
- Our rural communities will be more healthy and dynamic through expanded local economic and employment opportunities, based on a growing agriculture and food sector.
- Our department will be the leading-edge provider of unbiased technical and up-to-date information delivered to our clients.



OUR STRATEGIC ROUTES

OVERVIEW

This section highlights the six strategic routes we will travel to reach *Destination 2010*. The names of our routes are:

Farm Profitability

Sustainability

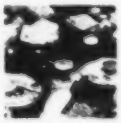
Food Safety and Quality

Diversification and Adding Value

Market Development

Agricultural Awareness

On our journey we will be working closely with our farm family and industry partners. While travelling together, we will work towards building greater prosperity and stability within our province's agriculture and food sector.



ROUTE #1

FARM PROFITABILITY

THE CHALLENGE

Producers work in an ever-shifting economic environment driven by forces over which they have little or no control. Within this uncertain environment, producers must constantly update their competitive knowledge and skills while having access to effective risk-reduction measures.

BACKGROUND

Depressed commodity prices, trade barriers, subsidized foreign competition, high interest rates, rising input costs and adverse weather are factors that can drive down farm incomes and create hardship for farm communities. Farmers and government can take certain measures to reduce the impact of these factors. A strong and comprehensive safety net package can moderate the impact of extended or unexpected periods of low prices and yields.

The assistance of the Government of Canada is required to address the problems created when other nations provide their farmers with agricultural supports that are so extensive that they depress international commodity prices. In these situations our farmers find themselves disadvantaged in international markets because they cannot compete with international treasuries. That's why our producers need an effective level of assistance that only the Government of Canada has the resources to provide.

Supply management gives producers an opportunity to go beyond merely being "price takers" within the marketplace. It provides an important means for maintaining farm income stability.

In a highly complex and changing industry, producers must keep their competitive knowledge and skills current. They must integrate production, financing, market, as well as risk-assessment information into their management decisions. Farmers need advanced technology and services support at the same or higher level as those available to their out-of-province competition.

There is a constant need for producers to improve their yields, pest-control and disease-control methods, selection of crop varieties and livestock species. Well-informed decisions in these areas can help a producer maintain a viable farm operation with greater self-reliance and improved income stability.

Manitoba Agriculture and Food will work to enhance the management knowledge and skills of the province's farmers, and it will also work to improve safety net measures.

STRATEGIC ACTIONS

- We will work with farmers to enhance their knowledge and skills in planning, management, production and growing for the market.
- We will work with farmers to identify risks associated with their farming operations and methods for managing these risks.
- We will work with producers, farm organizations, and other industry partners to develop strategies to strengthen safety net programs.
- In close consultation with our provincial partners, we will press the federal government to accept its fair share of funding responsibility for farm safety net programs.
- We will work with farmers and farm organizations to assure that those commodities currently under supply management remain under supply management. As well, we will encourage supply management groups to add further value to their commodities.
- We will work with and support our public and private-sector partners in making advanced technology support and services available to our producers. This can include training, networking and advisory services.

In a highly complex and changing competitive industry, producers must keep their farm business management knowledge and skills current. They must also strengthen their production, financing and marketing information by integrating risk-assessment information into their whole-farm business management decisions.

ROUTE #2

SUSTAINABILITY

THE CHALLENGE

A sustainable agricultural environment involves preserving and enhancing the province's natural resources, including its soil, water, air, and native flora and fauna. The long-term well-being of farm families and rural communities will require an integrated environmental, social and economic approach to agriculture.

BACKGROUND

The continued growth and viability of our agriculture and food sector requires that our land and water resources sustain agricultural production over generations. Responsible stewardship involves proper land-use planning, integrated resource management and retention of biodiversity. Public concern about how agriculture affects our environment must also be addressed.

The sustainability of Manitoba's family farms and rural communities depends on a sufficient number of young producers taking over farm operations from retiring producers. New producers must have the knowledge and means for achieving success in their operations, while retiring producers must be certain that they will receive an adequate retirement income.

The future of rural Manitoba depends on strong rural leadership and on a new generation choosing to continue farming and to stay in our rural communities. This strong leadership and youth presence is absolutely necessary for creating and expanding local economic initiatives and cultural activities to keep our rural communities healthy, vibrant and prosperous.

The issue of animal welfare is important to our livestock industry and its growth. Consumers expect that acceptable humane practices are in place within this sector. The industry and the department must make sure that high standards of humane practices continue to be adhered to and are communicated to the public.

There is increasing evidence that climate change will provide both opportunities and challenges. The challenges could include adapting to new pests and diseases, providing for improved water supplies and distribution systems, and preparing for more frequent severe storms and floods.

STRATEGIC ACTIONS

- We will emphasize long-term approaches to natural resource conservation. These will involve support for multiple-use resource management, research, development and education on environmentally sound farming practices, and the use of alternative pest management techniques.
- We will pursue an integrated approach to facilitate the transfer of farm operations between young/beginner farmers and retiring producers. Our approach will incorporate farm management training and development to enhance farm management knowledge and skills of young/beginner producers.
- We will work with the industry to ensure continued adherence to accepted codes of practice in animal welfare while maintaining sustainable and viable livestock production and processing.
- We will assist the agricultural community in adapting to climate change. We will also participate in activities that reduce greenhouse gas emissions. We will foster the adoption of proven and new farm technologies and crops in addressing climate change.
- We will work with our partners towards the training, development and encouragement of rural leadership and youth in support of dynamic rural communities.
- We will work with Manitoba Conservation and other partners to improve on-farm water quantity and quality through improved flood controls, drainage systems and other basic infrastructure.

The development and retention of rural leader[illegible] key factor in sustaining our family farms and rural [illegible]

ROUTE #3

FOOD SAFETY AND QUALITY

THE CHALLENGE

Consumers here and abroad demand that their food be safe and of a high quality. Effective communication about the safety and quality of Manitoba food products can foster such assurance while promoting our province's agriculture and food industry.

BACKGROUND

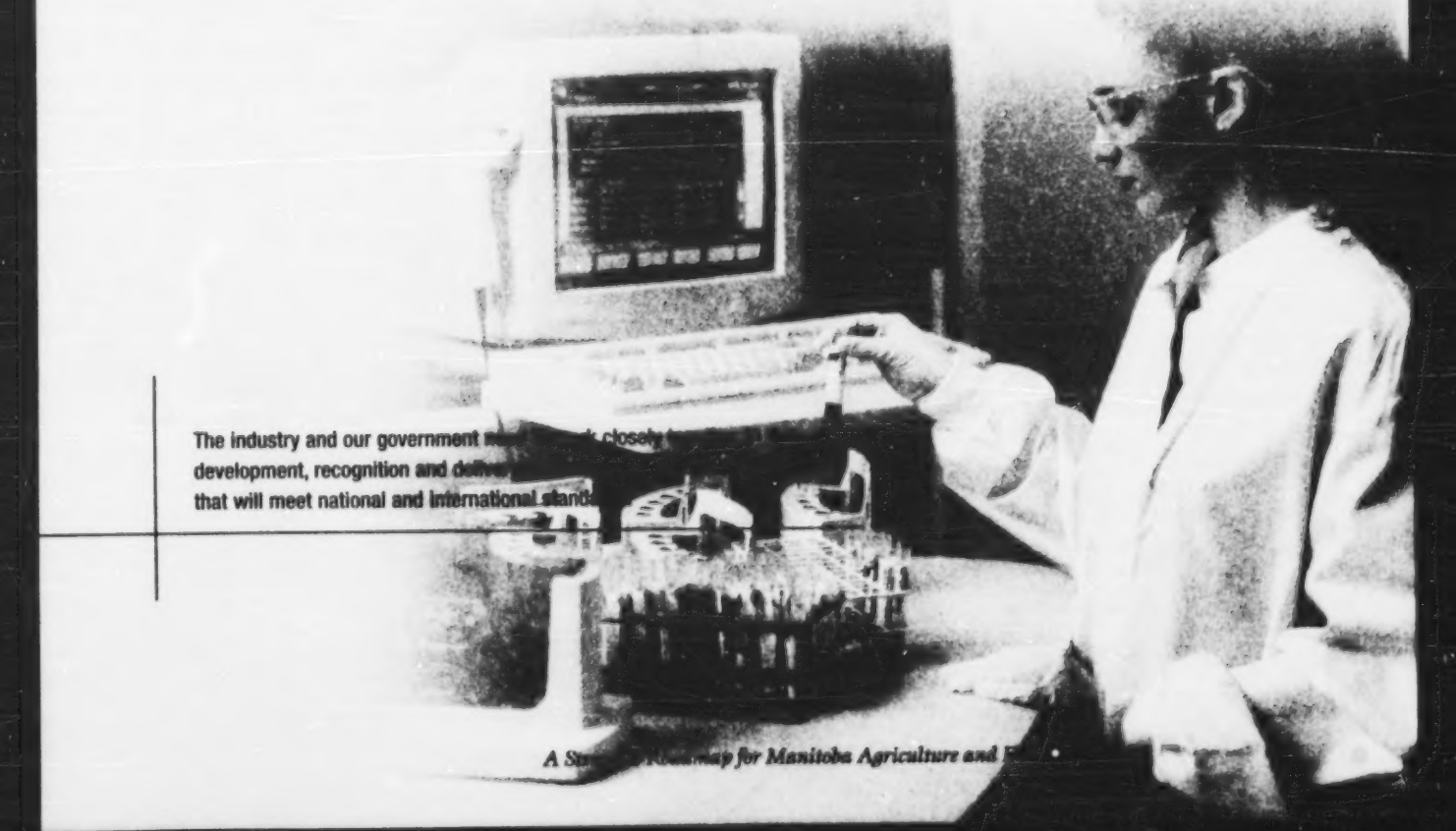
Food safety and quality is as important to our farmers as it is to the general public. Consumer concern about food safety can affect local, national and international market opportunities. Negative, unbalanced information or misinformation can adversely impact our province's food sales within and outside Manitoba. Addressing negative impressions is a challenge for all partners in our industry.

Our province maintains high food safety and quality standards. Manitoba Agriculture and Food, and our partners, will need to co-operate closely in sharing scientific information and assuring that Manitoba's high standards are communicated to buyers and consumers. Further, the department must continue to give the industry ready access to up-to-date information on the food safety and quality expectations of our international buyers and consumers.

The industry and our government need to work together to develop, recognize and deliver food safety and quality systems that meet national and international standards. Otherwise, various markets may be closed to Manitoba's food products. In working with other government departments, our department must continue to focus its primary role on addressing on-farm food safety and quality assurance concerns.

STRATEGIC ACTIONS

- We will work closely with farmers, processors, distributors, retailers, restauranteurs and consumers to provide information and educational programs to increase public awareness of the safety, high quality, low prices, assured supply and variety of Manitoba's food products.
- We will make sure that our partners have the best information and tools so that emerging and current international buyer and consumer concerns are responded to on a scientific basis.
- We will work with consumer groups and health professionals to review and communicate to the general public the scientifically proven safety and high quality of our province's food supply.
- We will co-operate with other governments and the industry in the development, recognition and delivery of regulated Hazard Analysis Critical Control Point (HACCP) and HACCP-based food safety and quality systems that meet national and international standards.
- We will work with producers to ensure that the food produced on their farms continues to meet or exceed industry safety and quality standards.



The industry and our government [illegible] closely [illegible] development, recognition and deliver[illegible] that will meet national and international stand[illegible]

ROUTE #4

DIVERSIFICATION AND ADDING VALUE

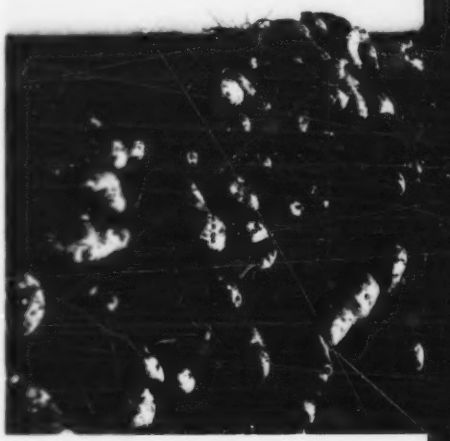
THE CHALLENGE

The economic prosperity of our agriculture and food sector can be expanded through increased diversification and value-added activities, providing it with a more stable economic foundation.

BACKGROUND

Opportunities exist for all our farm families to expand our mix of commodities and to produce higher value commodities. We have among the lowest cost of feed grains in Canada. Low feed costs provide our producers with an enormous opportunity to expand our traditional and non-traditional livestock production. Further, we have a large land base suitable for expanding our forage production for export and in support of our province's growing beef industry.

There is a growing trend towards diversification into non-traditional crops. Many farm families are growing pulses, organic commodities, vegetables, nutraceutical commodities, and functional foods along with or instead of traditional crops, such as wheat and barley. While supporting our traditional crop production, our department must work with farmers and the industry to expand diversified production, through networking, knowledge sharing and research transfer.

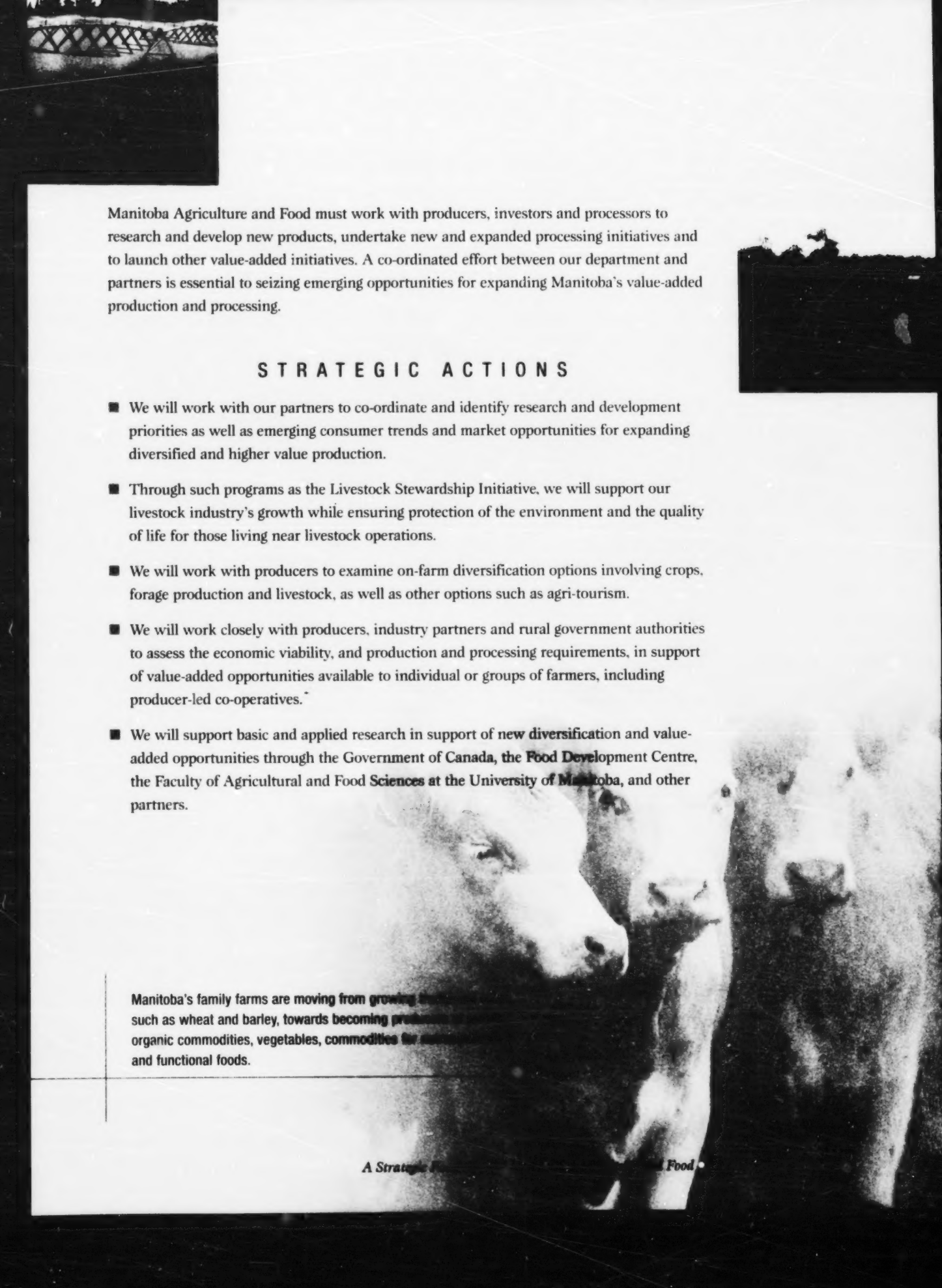


Our department must work with our producers and industry partners who want to explore and launch value-added initiatives. We can significantly expand our value-added production and processing based on our industry's economic strengths and natural advantages. Some of Manitoba's advantages include ready access to quality food products, a modern infrastructure, a high degree of technology, available investment capital, a pool of skilled labour and, most of all, our innovative and progressive producers.

Manitoba Agriculture and Food must work with producers, investors and processors to research and develop new products, undertake new and expanded processing initiatives and to launch other value-added initiatives. A co-ordinated effort between our department and partners is essential to seizing emerging opportunities for expanding Manitoba's value-added production and processing.

STRATEGIC ACTIONS

- We will work with our partners to co-ordinate and identify research and development priorities as well as emerging consumer trends and market opportunities for expanding diversified and higher value production.
- Through such programs as the Livestock Stewardship Initiative, we will support our livestock industry's growth while ensuring protection of the environment and the quality of life for those living near livestock operations.
- We will work with producers to examine on-farm diversification options involving crops, forage production and livestock, as well as other options such as agri-tourism.
- We will work closely with producers, industry partners and rural government authorities to assess the economic viability, and production and processing requirements, in support of value-added opportunities available to individual or groups of farmers, including producer-led co-operatives.
- We will support basic and applied research in support of new diversification and value-added opportunities through the Government of Canada, the Food Development Centre, the Faculty of Agricultural and Food Sciences at the University of Manitoba, and other partners.



Manitoba's family farms are moving from growing [illegible] such as wheat and barley, towards becoming [illegible] organic commodities, vegetables, commodities for [illegible] and functional foods.

ROUTE #5

MARKET DEVELOPMENT

THE CHALLENGE

New opportunities exist to increase the prosperity of Manitoba's agriculture and food industry through improved market development. The ability to recognize and act on market trends and emerging opportunities will be a key factor in our industry's future success.

BACKGROUND

Manitoba's agriculture and food industry must be on the leading edge in identifying, exporting and selling to existing and emerging domestic and international markets. All over the world there are many new and emerging sales opportunities for our agricultural products.

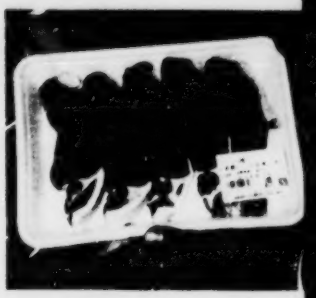
The Internet provides an affordable and effective means to market our agriculture and food products to existing and potential international consumers. We must make effective use of this and other emerging technologies in marketing our products.

Our producers, farm organizations and agri-businesses are being challenged to identify and position themselves to take advantage of consumer trends and sales opportunities in the global marketplace. To reduce the risk of misinterpreting market and consumer trends, they must have access to timely and reliable market information and intelligence.

The department needs to work with industry partners and other governments to develop strategies and programs aimed at penetrating local, national and international markets. Success in these areas will require an expanded knowledge of consumer trends and preferences.

Our farmers, farm organizations and agri-businesses will continue to be challenged to identify marketplace trends and position themselves to seize growing and emerging sales opportunities.

STRATEGIC ACTIONS



- We will market and promote Manitoba agricultural products locally, nationally and internationally.
- Through our Web site we will provide our industry with timely market information and intelligence, promote our province's agricultural products and provide direct links to those selling our products.
- We will work with our farm and industry partners to identify consumer demands and to provide the products that meet those demands.
- We will upgrade our marketing knowledge and skills to provide clients with meaningful, accurate and timely market information, and work with clients to improve their market awareness.
- We will work with our partners to support the development of international agreements and laws to ensure market access within a level playing field for our agri-food exports and to oppose trade challenges detrimental to our industry.
- We will facilitate new contacts, expanded networking and the opening of new doors amongst sellers and buyers.

ROUTE #6

AGRICULTURAL AWARENESS

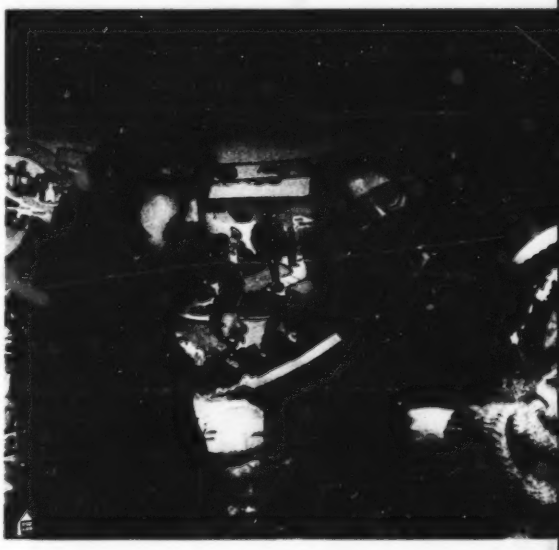
THE CHALLENGE

Many Manitobans are not aware of how important the agriculture and food sector is to our province and to their own economic well-being. The growth and prosperity of this vital sector depends on Manitobans becoming more aware of agriculture's contributions to, and opportunities within, our province.

BACKGROUND

Manitobans are becoming more urbanized as our farm population proportionately decreases. Since fewer people have grown up on or lived near a farm, there is a need to heighten public awareness of the contributions and needs of our agriculture and food sector.

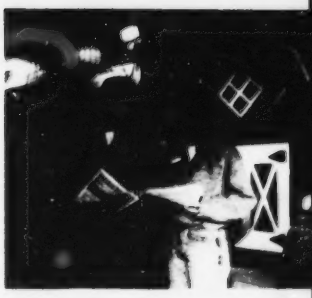
Increased communication will yield a greater public understanding of the essential contribution of each level of our agri-food industry from the farm to the finished consumer product.



We must increase agricultural awareness among our youth, who are the future of our farms and industry. Manitoba Agriculture and Food must continue to work with youth to inform them about the nature and importance of our agriculture and food sector. We must communicate to them that there are long-term economic and career opportunities within the industry.

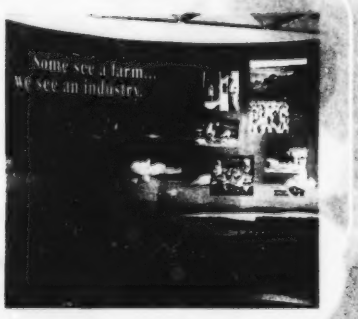
We must increase agricultural awareness among our youth, who are the future of our farms and industry. Manitoba Agriculture and Food must continue to work with youth to inform them about the nature and importance of our agriculture and food sector.

STRATEGIC ACTIONS



- We will promote agricultural awareness and public education with Internet-based information, with the use of newer technologies and with partnering involvements, such as Ag in the Classroom.
- We will work with our partners to produce agricultural resource materials and launch awareness initiatives for the farming and non-farming public.
- Working together with industry partners, we will provide leadership in increasing public awareness of the agriculture and food sector as a sustainable, safe and economically important contributor to the life of all Manitobans.
- We will increase youth awareness of agriculture and career opportunities in agriculture with various educational institutions, as well as with field tours and other events.

What's good for agriculture is good for all Manitobans.



THANK YOU PARTNERS AND STAFF

Destination 2010 could not have been created without the advice and suggestions from our industry partners who attended our consultation forums with our staff.

Consulted Industry Partners

Agricore

Agriculture and Agri-Food Canada

Agriculture in the Classroom — Manitoba

Agri-Food Network of Manitoba

Assiniboine Community College

Association of Irrigators of Manitoba

Association of Manitoba Municipalities

Bank of Montreal

CIBC

Canadian Food Inspection Agency

Canadian Nutraceutical Innovation Centre

Canadian Special Crops Association

Canadian Wheat Board

Can-Oat Milling

Cloutier Agra Seeds

Community Futures Development Corporation

Conseil de Development Economique du Manitoba (CDEM)

Consumers' Association of Canada

Credit Union Central of Manitoba

Ducks Unlimited Canada

East Central Tourism Network

Emergency Measures Organization

Farm Credit Corporation

Flax Council of Canada

Health Canada

International Institute for Sustainable Development

Kelsey Conservation District

Keystone Agricultural Producers

Keystone Vegetable Growers Association

Lucerne Foods Ltd.

Manitoba 4-H Council

Manitoba Agro-Woodlot Program

Manitoba Association of Agricultural Societies

Manitoba Beekeepers Association

Manitoba Broiler Hatching Egg Commission

Manitoba Buckwheat Growers Association

Manitoba Canola Growers Association

Manitoba Cattle Producers Association (MCPA)

Manitoba Chamber of Commerce

Manitoba Chicken Producers

Manitoba Conservation

Manitoba Conservation Districts Association

Manitoba Corn Growers Association

Manitoba Country Vacations

Manitoba Crop Diversification Centre

Manitoba Dairy Manufacturers Association

Manitoba Egg Producers

Manitoba Emu Association

Manitoba Farm Animal Council (MFAC)

Manitoba Flax Growers Association

Manitoba Food Processors Association

Manitoba Forage Council

Manitoba Forage Seed Association

Manitoba Habitat Heritage Corporation

Manitoba Health

Manitoba Health, Public Health Branch

Manitoba Industrial Hemp Association

Manitoba Industry, Trade and Mines

Manitoba Intergovernmental Affairs

Manitoba Meat Processors Association

Manitoba Milk Producers

Manitoba Pork Council

Manitoba Pork Marketing Co-operative Inc.

Manitoba Poultry & Egg Processors Association

Manitoba Rural Adaptation Council (MRAC)

Manitoba Seed Growers Association
Manitoba Sheep Association
Manitoba Soil Science Society
Manitoba Sugar Beet Producers
Manitoba Turkey Producers
Manitoba Veterinary Medical Association (MVMA)
Manitoba Weed Supervisors Association
Manitoba Women's Directorate
Manitoba Women's Institute
Manitoba's Consulting Agrologists
Mariner Neptune
McCain Foods (Canada)
Midland Industry Tourism
MidWest Food Products Inc.
National Sunflower Association of Canada
Network of Community Enterprise Development Centres
Organic Producers Association of Manitoba
Ostrich Products and Marketing Co-op Ltd.
Peak of the Market
Pesticide Free Production Canada
Prairie Fruit Growers Association
Prairie Lane Saskatoons
Prairie Oat Growers
Red River College
Rigby Orchards
SCTN Tourism Network
Seed Potato Growers' Association of Manitoba
Soil Conservation Canada
South East Tourism Network
TD Bank
United Grain Growers
University of Manitoba, Faculty of Agricultural and Food Sciences
University of Manitoba, Faculty of Human Ecology
University of Manitoba, Faculty of Medicine
WESTARC Group (Brandon University)
Western Canadian Wheat Growers Association
Weston Bakeries Ltd.
Wheat Belt Community Futures Development Corporation
White Horse Plains CFDC

Affiliated Crown Corporations

We would like to thank our affiliated two Crown corporations listed below for their advice and suggestions provided to us prior to, during and after these consultation forums. Our affiliated Crown corporations will be working closely with Manitoba Agriculture and Food in co-ordinating and cross-supporting our common strategic goals for the balance of this decade.

Manitoba Agricultural Credit Corporation
Manitoba Crop Insurance Corporation

CONSULTED INDIVIDUALS WHO ATTENDED FARM FAMILY FORUMS

Destination 2010 could not have been produced without the invaluable thoughts and ideas of the following family farm members who participated during our special farm family forums.

Rod Berezowecki
Tim Lenchyshyn
Glenda Chescu
Grace Lenchyshyn
Terry Cholka
Armand LeSann
Don Cook
Bert Levandoski
Marilyn Cook
Twila Luba
Glen Crawley
Louise Miller
Bruce Dalgarno
Mervin Mitchell
Carol Dalgarno
Emile Morin
Curtis Evenson
Cindy Murray
Patricia Evenson
Wayne Nichol
Dean Gamache
Philip Nikkel
Ron Gerelus
Pat Orsak
Ian Grossart
Dennis Pearson
Garry Grycki
Henry Penner
Gloria Grycki
Marianne Penner
Barry Hansell
Ron Petaski
Diana Hansell
Barbara Petaski
Denise Henry
Brad Robin
Glen Hicks
Ian Robson
Bert Hop
Albert Rohl
Justina Hop
Bev Rohl
Delmer Jones
Ted Romak
Brian Kazuk
Barry Routledge
Lillian Kazuk
Rene Saquet
Steve Kindzerski
Ed Shaw
Larry King
Marlene Simpson
Pat Lachance
Ernie Sirski
Louise Lachance
Bev Stober
Hazel Lamont
Valerie Tufts
Carol Lanz-Turnbull
Sid Wilkinson

TASK TEAM MEMBERS

Thank you also to our staff members for participating in our seven task teams that held numerous consultation sessions with our family farm and industry partners.

Team 1
Dori Gingera-Beauchemin — Chair
Bob Wheeler
Elaine Gauer
Stan Stadnyk
Rodger Sheldon

Team 2
Wayne Digby — Chair
Loni Scott
Sharon Grieve
Jill Falloon
Randy Ozunko

Team 3
Gordon MacKenzie — Chair
Shaunda Rossington
Terry Smyrl
Rachel Bosc
Gerald Huebner

Team 4
Brent McCannell — Chair
Debora Lyall
Ann Mandziuk
Ian Seddon
Murray Flaten

Team 5
Jim Neufeld — Chair
Mona Cornock
Bill Gardiner
Roy Arnott
Gary Zilkey

Team 6
Marilyn Robinson — Chair
Dennis Schindler
Mavis McPhail
Kira Rowat
Dennis Beernaert

Team 7
John Taylor— Chair
Carolynn Osborn
Michael Sykes
Angie Kudlak
Carla Pouteau